



# Kolegji AAB

FACULTY OF ECONOMICS – MASTER STUDIES

MASTER THESIS

## **PERFORMANCE EVALUATION CRITERIA AND STANDARDS IN THE EDUCATION SECTOR**

**(CASE STUDY IN LIPJAN MUNICIPALITY)**

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## **CHAPTER I**

### **Introduction**

Employee evaluation is a process that happens constantly. In each organization: the superior evaluates the employees, they evaluate the superior, the employees evaluate each other. There are two kinds of assessments: formal and informal evaluation. Ideally the construction of an assessment system that should include: evaluation objectives, criteria and evaluation rates, methods and forms to be used. The formalism of the evaluation activities seeks to determine who will evaluate how and what role the employee will be in the evaluation.

### **Aim of the paper**

The main goals of this paper are:

1. To explore the theoretical aspects that exist for the criteria and performance evaluation standards;
2. To present how the theoretical aspects are applied in practice by applying performance evaluation for the purpose of obtaining:
  - Decision for wage increase or for rewarding
  - Decision on the moral rewarding of employees
  - Decision for retention or dismissal from work
  - Determination of individual needs for training and development
  - Planning of staff needs
  - Identification of performance problems

## **CHAPTER VI – CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSIONS**

This chapter draws conclusions from the empirical research of motivation factors in the municipal administration of Lipjan municipality. The primary purpose of the research was to determine the motivation priorities in the public sector with particular emphasis on the municipal administration in Lipjan municipality. Research instruments are based on existing motivational measurement formats used more than 40-years (Kovach, 1987).

This research reveals that a considerable number of employees are not satisfied with motivation at work. These data need to be a kind of alarm for management with regard to employees' saturation and as a result should encourage a proactive approach to motivating followers.

If factors of motivation are analyzed, it is important to note that the employees in the municipal administration consider the most important factor in safety at work and good working conditions.

Such a priority seems reasonable given the fact that Kosovo faces a high unemployment rate and safety at work is a priority for the citizen in general but also for the employees in this institution. Given that the employment in the public sector is more stable in the context of the duration then the need for advancement and good working conditions can be understood as a priority compared to other factors of motivation. The analysis reveals that the prospect of advancement as a motivating factor is greatly reduced, and this is reasonable given the functioning of the public sector based on the bureaucracy model where the possibility of advancement is fiscally defined in the legal framework and the possibilities for manager discretion out of the legal framework is impossible. The average rating (5) for the factor receives good feedback for the work done which means that employees require another management approach whereby employees will be assessed/respected/evaluated.

Historically, managers find it difficult to understand the followers. One reason for this deficiency is the fact that managers operate from the principle of self-referral. They are convinced that they know the employees, based on themselves, but this is incorrect as managers and employees have different needs and priorities.

In this research, we notice that there are substantial differences between managers' perceptions as to the motivation factors of employees and perceptions of employees themselves. Thus, while workers rank safety at work as the most important factor, managers judge that the most important factor for motivating employees is payment. There is a great deal of disparity in discipline, so managers claim that discipline is less important (ranked 3), and this does not correspond to the opinion of employees (ranked 6). It is interesting to note that managers and employees' attitudes match three-factor rankings with interesting work ranked 9, feeling that important work is done, is ranked with 2 and support from colleagues ranked by 1. It is disappointing that both managers and employees rank very poorly the feeling that important work is done, given that the theoretical concepts related to the public sector because they claim to contribute to the general good and this is unfortunately not a perception of the managers but also of the employees in the municipal administration of Lipjan municipality.

This research also supports other research findings in the public sector (Buelens and Broeck, 2007) that monetary rewards do not improve the motivation of employees and their behavioral changes to a high degree.

As far as gender is concerned, it can be concluded that safety at work is a priority for both men and women. This seems reasonable considering that the problem associated with the external ecology of the public sector, which in the first place has to do with high unemployment, is affecting both men and women. There is also no difference in the motivation discipline where both male and female respondents are increasing their discipline by 6 and this can be interpreted by the cultural context but also by the mentality of the public sector's employees, where they want to be guided, not take over responsibility for problems (Theory X of Daglas McGregor). There are differences in the complimenting factor for the work done where women rank higher this factor than men and the support factor by colleagues where female respondents rank 3 while men have low priority. Also, in the context of the wage, female earners wage is less important than for male respondents. These findings highlight the fact that men and women divergences should be taken into account when designing and targeting gender-based workers in order to optimize the effect of special motivation mechanisms.

From the analysis of data by education it can be concluded that there are no significant differences between employees on the basis of education. Furthermore, respondents belonging to the Bachelor

and Master's higher education category, the differences are minor and for many other factors of motivation the attitudes are the same or identical. Given that there is a kind of divergence among middle-ranking employees who rank top disciplines and at a lower degree of advancement.

As far as age variables are concerned, divergence with regard to motivation factors emerges. There are significant differences in the context of the age between the category of employees 18-25 and the age of 60. While older people (up to 40 years old) are the most important motivating factors, it is safe to work, for employees over the age of 60 this factor has been ranked at 4. While for this category salary is ranked 10. There are not many divergences highlighted for the workloads where in all age groups is ranked 4.5 and 3. These results highlight the fact that the management should also take into account the age variable to determine the motivation mechanisms and apply conform instrument to the age of the employee.

Our research confirms Kovach's thesis that motivational work factors may be different for different categories of employees based on gender, age, income, type of work and organizational level.

Therefore, motivation should be addressed by individual dimension and efforts to improve motivation should be specific to individual and non-collective targets. This research provides a reflection of the motivational factors that can be used as a kind of diagnosis for the problem on which appropriate solution will be written. It is the task of management in the municipal administration in the legal framework and management discretion to identify comprehensive motivation mechanisms (some discussed above) to meet the specific needs of different categories of workers, individual preferences for motivation as a prerequisite for local quality services in Lipjan municipality.